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**NILAI *CONFUCIANISME* DALAM KOMUNIKASI
KEPIMPINAN SILANG BUDAYA TUN DR. MAHATHIR
MOHAMAD**



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**DOKTOR FALSAFAH
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Sebarang permohonan untuk menyalin atau mengguna mana-mana bahan dalam tesis ini, sama ada sepenuhnya atau sebahagiannya hendaklah dialamatkan kepada:

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Abstrak

Kajian lepas telah banyak menyediakan pengetahuan tentang kesan budaya terhadap konsep komunikasi kepimpinan. Namun, tidak banyak kajian yang dijalankan khusus dalam meneroka dan memahami nilai *Confucianisme* serta kesannya kepada budaya Cina, khususnya dalam komunikasi kepimpinan di Malaysia. Justeru, kajian ini adalah antara kajian yang awal dalam mengkaji komunikasi kepimpinan daripada perspektif *Confucianisme* terhadap kepimpinan Dr. Mahathir melalui perspektif masyarakat Cina di Malaysia. Kajian ini bermatlamat meneroka ciri-ciri pembentukan visi Dr. Mahathir menurut perspektif masyarakat Cina di Malaysia. Di samping itu, turut diteroka ciri-ciri penyampaian visi tersebut, menilai peranan nilai *Confucianisme* dalam komunikasi kepimpinan Dr. Mahathir dan membentuk model komunikasi kepimpinan yang berteraskan budaya *Confucianisme*. Kaedah analisis kandungan digunakan untuk menganalisis 37 teks ucapan Dr. Mahathir yang disampaikan di Majlis Perasmian Perhimpunan Agung *Malaysian Chinese Association* dan Majlis Perasmian Persidangan Tahunan Perwakilan Gerakan serta temu bual bersama 15 pemimpin berbangsa Cina telah dilaksanakan. Hasil kajian mendapati Dr. Mahathir menggunakan lima ciri pembentukan visi, iaitu teras berasaskan nilai, pembangunan, matlamat ideologikal, berorientasikan perubahan dan rangka rujukan. Terdapat empat ciri utama dalam penyampaian visi Dr. Mahathir, iaitu kejelasan, imej sumber inspirasi, mencabar dan bahasa inklusif. Selain itu, terdapat sembilan nilai *Confucianisme* yang memberi kesan kepada masyarakat Cina dan berkaitan dengan komunikasi kepimpinan Dr. Mahathir. Nilai-nilai *Confucianisme* tersebut adalah nilai *Zhi* (kebijaksanaan), *Xin* (kepercayaan), *Xiao* (ketaatan), *Ren* (kebaikan), *Zhong yong* (kesederhanaan), *Zheng yi* (keikhlasan), *Qun li* (kerajinan), *Yi* (kebenaran) dan *Zhong* (kesetiaan). Kajian ini memberikan perspektif baharu berkenaan komunikasi kepimpinan daripada konteks kepelbagaian budaya yang lebih menekankan perpaduan dan nilai bersifat kebapaan. Selain itu, kajian ini juga membangunkan satu rangka kerja yang menyeluruh bagi menyepadukan teori kepimpinan yang berteraskan nilai *Confucianisme* dalam konteks komunikasi kepimpinan di Malaysia.

Kata Kunci: Komunikasi kepimpinan, *Confucianisme*, Masyarakat Cina

Abstract

Previous studies have provided valuable knowledge into the impact of culture on the concept of leadership communication. However, not many studies that focused on exploring and understanding the values of Confucianism and its impact on the Chinese culture, especially in leadership communication in Malaysia. Thus, this study is among the first study to examine the leadership communication from the perspective of Confucianism towards the leadership of Dr. Mahathir through the perspective of the Chinese community in Malaysia. This study aims to explore the characteristics of Dr. Mahathir's vision formation from the perspective of the Chinese community in Malaysia. In addition, this study also explored the characteristics of vision articulation, assessing the role of Confucian values in Dr. Mahathir's leadership communication and established a leadership communication model based on Confucian culture. Content analysis method was used to analyze 37 speeches delivered by Dr. Mahathir at the General Assembly of Malaysian Chinese Association and the Annual Gerakan National Delegates Conference and 15 Chinese leaders were interviewed. The findings revealed that Dr. Mahathir applied five characteristics in forming a vision, namely value-based core, growth, ideological goal, change-orientation and frame of reference. There are four main characteristics in Dr. Mahathir's vision articulation which are, clarity, inspirational imagery, challenge and inclusive language. This study also indicates nine Confucian values which are relevant to the Chinese community and Dr. Mahathir's leadership communication. The Confucian values are *Zhi* (wisdom), *Xin* (trust), *Xiao* (filial piety), *Ren* (benevolence), *Zhong yong* (moderation), *Zheng Yi* (sincerity), *Qun Li* (hardworking), *Yi* (righteousness) and *Zhong* (loyalty). This study provides a new perspective on leadership communication from the context of cultural diversity which emphasizes on unity and paternal leadership. In addition, this study also developed a comprehensive framework of leadership communication integrating the theory of leadership based on Confucian values in the context of leadership communication in Malaysia.

Keywords: Leadership communication, Confucianism, Chinese community

Penghargaan

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Senarai Nama Singkatan

DAP	Democratic Action Party
GERAKAN	Parti Gerakan Rakyat Malaysia
MCA	Malaysian Chinese Association
NGO	Non-governmental organization
PKR	Parti Keadilan Rakyat



BAB SATU

PENGENALAN

Kemajuan sebuah negara sering kali dikaitkan dengan faktor pemimpin. Senario kini memperlihatkan bahawa terdapat pelbagai gaya kepimpinan yang ditunjukkan oleh seorang pemimpin. Walau bagaimanapun, komunikasi kepimpinan boleh memberikan inspirasi kepada masyarakat dalam tujuan melaksanakan visi pemimpin (Men, 2014). Menurut O'Connell, Hickerson dan Pillutla (2011), visi merupakan satu aspek penting dalam kepimpinan dan disampaikan melalui komunikasi serta pengucapan awam. Visi boleh dibentuk menjadi matlamat yang berkesan supaya bersesuaian dengan tujuan dan maksud pemimpin.

Menurut Johansson, Miller dan Hamrin (2014), kepimpinan merupakan proses mempengaruhi sekumpulan individu dengan menyampaikan visi yang jelas dan melaksanakan tugas secara bersama ke arah mencapai visi tersebut. Definisi kepimpinan ini jelas menunjukkan bahawa visi dilihat sebagai satu aspek kepimpinan utama yang perlu dimiliki oleh setiap pemimpin dalam membina komitmen dan motivasi pengikut serta organisasi (Willburn, Hackman & Criswell, 2008). Pemimpin yang mempunyai visi yang jelas dirujuk sebagai pemimpin yang berkarismatik dan oleh kerana visi merupakan komponen utama dalam kepimpinan karismatik, visi pemimpin akan dikaji di dalam kajian ini. Tambahan pula, kajian lepas berpendapat bahawa setelah visi dibentuk, visi perlu dikomunikasikan untuk menggerakkan individu supaya melaksanakan visi tersebut secara bersama

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